

Eastern Area Incident Management Team

2013 Team Operating Plan



This plan was prepared to document coordination guidelines for and between Team members. In the IMT world, there is often little time to get acquainted before one is expected to go to work. This plan explains standardized Team procedures and expectations. It provides a quick reference for the Command and General Staff to quickly introduce new Team members to standard daily operating procedures; a "this is who we are, this is what we do, and this is how we do it", introduction to our Incident Management Team. Additional information can be found in the Eastern Area (EA) Mobilization Guide located on the EA web page.

Team Philosophy

The Eastern Area Incident Management Team (EA IMT) strives to provide quality oversight of complex incidents to agencies with jurisdictional responsibility and to the public within the incident vicinity. We take pride in our contribution, and we will do our very best to provide a professional service.

Our Team is grounded in four foundation principles, which we will constantly reassess. They are:

- 1.) **The safety of all incident personnel and the affected public is paramount.** The EA IMT will make a collective effort to evaluate all incident operations daily including, Aviation and Incident Command Post (ICP) operations. Focus will be placed on developing appropriate strategies and actions that will address incident objectives in a safe manner.
- 2.) **Management strategy will be based on Agency Administrator's guidance and evaluation of current conditions and anticipated events.** Public safety, environmental impacts, social consequence and political concerns will be addressed when determining the appropriate EA IMT response.
- 3.) **Respect all individuals, develop a positive team image and build cohesive working relationships.** Communication is integral to our success and each member is responsible for transferring accurate information and feedback to other team members. Feedback among team members is respectful and focuses on the issues - not the individual. The team functions as a unit and team members look for ways to help each other accomplish our team goals.
- 4.) **Manage the incident in a cost effective manner.** We react quickly to changing conditions and anticipate and resolve problems before they become major issues or concerns. Team members are empowered to take action when the situation dictates. We help each other identify cost effective actions and follow up to "close the loop."

And lastly, we consider humor to be a measure of Team health and cohesion. Within the confines of the seriousness of our mission, and the bounds of professionalism, we will embrace every opportunity to cause a smile. We are proud of the public service we provide.

/s/ Jim Grant 03/27/13
Incident Commander

Team Objectives:

- Provide for the safety of both incident personnel and the public.
- Provide IMT support to the Agency Administrator to achieve incident objectives.
- Minimize impacts to resources and property values.
- Maintain clear and effective lines of communication with the host agency, cooperating agencies, and the public for the duration of the incident.

- Emphasize cost effective management. Scrutinize expenditures, strategies, and tactics to limit unnecessary cost and risk to firefighters.
- Treat all individuals with respect and in a fair manner.
- Provide for meaningful, quality training opportunities for as many trainees as is reasonably possible.
- Provide complete and accurate Incident Action Plans, being sure to provide such to the leadership of all cooperating agencies every day.
- Leave a complete and accurate final package for the jurisdictional Agency Administrator. The potential for future litigation on all incidents requires thorough and thoughtful documentation.
- Leave the Hosting Agency/Agencies and community with a positive impression of incident management teams.

Pre- Incident Coordination

1. Team Travel

Team members can dress as they prefer to travel to the incident. Once at the incident Team members are required to wear Nomex pants, Team shirt, and name tag during in-briefings, closeout, and other formal meetings such as public meetings. Every effort should be made to make our initial impression to the host agency personnel and Agency Administrator as professional and as organized as possible.

2. Information Technology (IT)

Team members are encouraged to bring a locally assigned laptop and cell phone whenever possible. Command and General Staff (C&GS) and all unit leader positions are authorized to bring cell phones, GPS, radios, laptops and resource orders for those positions will include those items when dispatched. Team members should review the resource order to verify these items are on the order.

The Eastern Area IMT computer kit will be stationed at the Chequamegon-Nicolet National Forest (CNNF) in Rhinelander, WI for the use of the Eastern Area IMT. CNNF and EACC will be responsible for annual kit maintenance. When the team gets activated, EACC and CNNF will coordinate shipping the team kit to the reporting location. Storage, pre-season preparedness, and post season maintenance, which include cleaning and refurbishing as well as keeping software current, will be the responsibility of CNNF and EACC.

3. Pre-Orders

The initial dispatch order will usually consist of the regular Team members and designated Team trainees listed on the roster. The team will be rostered in ROSS and dispatched by EACC. EACC will also maintain the IMT's pre-orders in ROSS. Additional team positions will be ordered from the Team overhead pre-order and from agencies local to the incident. There are often local resources needing specific trainee assignments to attain targeted positions. Every effort will be made to add local trainees to the roster upon arriving on the incident, as requested by the hosting unit.

Following notification of an incident assignment, the Logistics Chief will initiate the incident pre-order (See Appendices). Additional equipment and personnel may be added to the standard pre-order should a particular circumstance warrant such additions. Section chiefs may also request that the Logistics Chief reduce or cancel any part of the pre-order. Section Chiefs should be aware of the contents of the pre-order to ensure adequate resources are available at the start of the incident. Should additions appear to be needed, the Section Chief should alert the Logistics Chief prior to departure. An example would be a request for a portable cell phone tower should the incident be located in a remote area known for poor cell phone reception.

4. Mobilization

The Incident Commander will stay in regular contact with EACC for updates on fire activity. With rare exception, the IC will be in 24-hour contact via cell phone. Upon receipt of a call alerting the IC of a dispatch for the Team, the IC will give a pre-alert to Section Chiefs of imminent dispatch, and will share initial information at that time. These initial informal calls will expedite the Team response time by allowing as

much time as possible for Team members to prepare for departure. EA IMT conference call number is 888-858-2144, passcode 4808672#.

Travel may commence only for the Command and General Staff before the official order is received at EACC per approval of the IMT Incident Commander. Additional team members require verbal approval from the IC to travel before receipt of the official order through standard dispatch channels. EACC will be notified by the IC or designee of all tentative travel arrangements.

Travel methods for each team member will be determined by the team member, their immediate supervisor, and the respective Section Chief, based on the specifics of the incident.

Rental vehicles for assignments are acceptable only if the requesting unit authorizes this as part of the resource order instructions. All resources authorized to rent a vehicle must be current in Defensive Driving and have a current State Driver's License. Each agency should use their own agency's rental vehicle procedures. The IC will contact the host agency official and coordinate a reasonable needed date and time and agree upon the mode of travel.

Team members will be given information on the location of the incident and the reporting location and time for the initial Team briefing. Team members who cannot meet the established briefing time should alert their Section Chief of their expected time of arrival.

When unforeseen circumstances prevent a member from responding to an assignment, the Team member will immediately notify their section chief and an alternate Team member (if available) will be chosen from the master roster for the assignment. If a Command and General Staff member is not available, he/she will notify the IC in advance and seek a qualified alternate.

Team Incident Operating Procedures

In recent years, there has been a major increase in the number and complexity of "All Hazard Incidents" resulting in unprecedented demands on agency employees and our partners in emergency response. Our contributions have been recognized as critical in responding to all types of emergencies and disasters, and employees have proven their perseverance and capabilities through trying circumstances. It is important for all personnel involved to understand that All Hazard Response presents some of the most difficult, complex and flexible management challenges that we face. Potential incidents include hurricanes, floods, animal disease outbreaks, terrorist attacks, tornadoes, and search and rescue operations. Personnel that respond to these types of incidents need to come with a mind-set of experiencing work that is not like fire response and that may have emotional and physical differences than your normal fire experiences.

1. Agency Administrator In-Briefing

Soon after the request for the IMT, the IC will contact the requesting Agency Administrator to make sure he/she has a good understanding as to what to expect from the IMT. This will include but not limited to, hosting an IMT, delegation of authority, resource ordering, WFDSS, briefings, team evaluations, in-brief package and other information related to the incident.

The in-briefing location and time will be given to Team members when they receive their formal resource order information, authorizing their travel, or while en-route. The Agency Administrator or Representative will lead the meeting and offer pertinent information that will assist the Team.

The Incident Commander will introduce himself and the Command and General Staff. Section Chiefs will introduce unit leaders as well as all other personnel within their section who are present at the in-briefing.

The Planning Section Chief will officially document the in-briefing/meeting and will secure the WFDSS, if one is available, the Delegation of Authority, and the Incident Business Management Plan from the Agency (if one is available). The IC and Agency Administrator will review the documents together, and will jointly determine the date and time the Team will assume responsibility. This is the time to clarify any Agency Administrator expectations, specific agency policy, special circumstances and particular resource concerns. Command and General Staff should ask questions of the Agency Administrator pertinent to their respective

Section at this time. We want to minimize any assumptions being made during the course of the incident. Questions should be kept brief so as to keep the meeting to a reasonable amount of time, usually no more than 30-45 minutes.

2. Initial Team Meeting

At the conclusion of the Agency Administrator's In-briefing, the Team will conduct a short, strategy meeting to assess the information we have just been given, along with any incidental information gleaned through discussion prior to the briefing. Operations Section Chiefs, who often arrive prior to the briefing, will try to contact Operations personnel, and may be able to receive a reconnaissance flight prior to the initial briefing. The Incident Command Post (ICP) location will be clarified, and any unique circumstances or concerns will be shared. Specific requests noted in the Delegation of Authority or from the Resource Advisor will be emphasized, as will the ever present safety concern of transition times on an incident. A second meeting may be scheduled at this time so Section Chiefs can compare notes. The following is a list of several tasks that need to be addressed between the post briefing meeting, and the first IMT strategy meeting:

- Basic incident size up: what has happened and why, and what is likely to happen based on fuel and weather parameters, or other conditions relevant to an all hazard incident?
- Determine imminent threats to lives and property.
- Review Incident-within-an-Incident procedures.
- Incident objectives established based on Agency Administrator concerns.
- Account for present and ordered resources and determine additional needs.
- Assess safety hazards - on the line, at the ICP, and in the aviation program.
- Section Chiefs will establish priorities within their functional area and share with the Command and General Staff.

3. Section Specific Initial Responsibilities/Reminders

Safety

The primary purpose of the IMT Safety Officer will be to manage safety in a broad context over the entire incident. The IMT Safety Officer reports directly to the Incident Commander.

Team safety takes priority. IMT Safety Officer works through and/or with the Team's Command and General Staff and unit leaders to provide oversight, support and assistance in monitoring and mitigation of safety issues brought forward by team members and other personnel on the incident.

The IMT Safety Officer reviews and monitors the daily team functions of logistics, plans, finance and operations for adequate support for the incident and may provide input or council to Command and General Staff and incident management team functions when needed or requested.

The IMT Safety Officer may secure additional Safety Officers as needed and will coordinate additional Safety Officers assigned to the incident. Daily work assignments may include monitoring aviation, the fireline, or the ICP. Particular attention must be given to incident travel and aviation activity. The IMT Safety Officer will be the lead Safety Officer and will look at safety in a broad context over the entire incident.

The IMT Safety Officer provides support and coordination to functional area(s) of the team concerning incidents that may occur within the initial incident. The specific functional area with responsibility shall take the lead in managing an incident within the incident. The Safety Officer supports or facilitates actions and provides coordination with other team functions and requests outside assistance as needed.

The IMT Safety Officer will use the Lessons Learned Archives to assist with presenting appropriate and applicable messages at briefing. The IMT Safety Officer will share all accidents, injuries, and "near misses" at briefings.

Operations

After the briefing and initial Team strategy session, the Operations Section Chief (OSC2) will proceed to the incident to begin the transition from the existing organization to the Type 2 organization and strategy. Every effort will be made to keep other Section Chiefs apprised of the developing situation so they can provide for current and developing needs. The Planning Operations Chief will return to the ICP in time to prepare the action plan for the next shift and to assist with any other briefings.

Tactics and Strategies will be commensurate with the hosting agency's management plan.

Incident Action Plans need to identify which Operations Chief is the shift contact. The OSC2 that is in the field will be referred to as "Operations"; the OSC2 who is coordinating with Plans will be known as "Planning Ops". There must be no confusion about who is ultimately in charge of decisions on the fire line for that shift. If the responsibility is split between geographic portions of the incident, it must be made absolutely clear by divisional breakout (ICS-204's).

Make an early assessment of the amount of urban interface that has potential to be involved with the incident. Coordinate with cooperators early. Be good listeners to rural units and County Assist Teams. If any evacuation activity looks imminent, consider an "embedded deputy" to assist with those actions.

When appropriate, Operations Section Chiefs will arrive early and recon the incident prior to Team arrival and the Agency Administrator briefing. Make it known to the local Agency dispatch office and the current Incident IC that you want to gather information to assist Team transition. Remember that they are in charge; however they need to be aware of your presence and your intentions.

When the opportunity presents itself, Division Supervisors and Trainees will shadow Planning Operations for a shift to build awareness of overall IMT operations and coordination with other functions.

Establish a schedule and a protocol for daily briefing/debriefing of all Operations personnel at Division level and above. This has proven to be extremely productive for a collective understanding of the progress of the overall incident strategy, and for an added measure of clear communications.

Aviation Operations

Ensure that Temporary Flight Restrictions (TFR's) are in place to address aviation safety over the incident. Identify and receive a flight hazard briefing and map from the aviation specialist on the unit.

Coordinate with the host unit to determine procedures for sharing aircraft with other incidents and the host unit. No incident assigned aircraft will be reassigned from the incident until the OSC2 approves. Before an aircraft is dispatched from the incident, the following information will be provided: mission to be performed, lat/long for the destination, frequency to flight follow on, air to air frequency, air to ground frequency, telephone contact ground at the new incident, and information on dispatch procedures and any known flight hazards. Identify potential incident helibases and helispots in coordination with the hosting agency.

Logistics

A good decision on the Fire ICP location can add a great deal to the success of Incident operations. Close proximity to the incident is preferred but not if it means inadequate room, limited access to communications, or potential risk of burn over. Large areas with established parking areas and one-way traffic flow decrease risk of vehicle accidents.

Do not assume that sites have negotiated and approved land use agreements. Ensure the Finance Section Chief (FSC2) is involved in the development and approval of all land use agreements. Ask before ICP set up begins.

Ensure early development of a travel plan that is well signed at intersections and drop points, with accurate drop point (DP) locations on the map.

Establish good communications early on. A NIRSC NFES 4390 Radio Starter Kit will be automatically ordered with the IMT. A phone call before arrival at the incident could determine the need for other resources, such as portable cell phone towers, or satellite phones.

Ordering resources needs to be completed on a general message form and submitted to the ordering manager. Overhead orders are approved at the Command and General Staff level. Line orders for supplies need to be approved by a DIVS or above. Line Orders can be by general message or called in through the Communications unit.

Finance

Provide strong oversight for cost effectiveness to all incident expenditures. Provide daily assessments of costs-to-date. Daily cost accruals will be done with I-Suite. When the IMT demobilizes, the I-Suite database will be uploaded to the web site.

Ensure that the Finance section has adequate personnel for the task at hand. The Finance Chief must have adequate assistance in order to be allowed time for oversight of the total financial program.

Establish early on who the local Agency Incident Business Advisor will be. Pursue copies of any available cost-share agreements and land-use agreements that will be used on multi-jurisdictional incidents. If none are in place, consider this a red flag and immediately negotiate such agreements. Ask whether the unit has a written Incident Business Operations Plan.

Provide documentation for IC approval for extended shifts and mitigation to ensure 2:1 work rest ratio.

Monitor incident activity and contracts for possible claims. Determine the need for a Procurement Unit Leader or Buying Team early on.

Pay particular attention to high cost expenditures. Any resource not used on a regular and productive basis should be released from the incident.

Incident Information

Ensure that all information functions are conducted safely, door to door.

Develop an Information strategy within 24-36 hours of assuming command of the incident.

Coordinate with the unit PAO and Agency Administrator of the jurisdictional agency(s) to determine information release protocol, media contacts, talking points, key individual or group contacts, and preferred location of information kiosks. Coordinate information needs with needs of the Liaison Officer.

Set up social media tools such as Inciweb, Gmail, and Twitter. Look for public outreach opportunities through ICP tours for the public and local officials, and environmental education/fire prevention presentations for schools or youth groups.

Posting of incident information and pictures on personal social media sites will be discouraged in order to prevent inaccurate information being disseminated to the public. Incident resources will be encouraged to share incident pictures with the Information function for official incident use – Inciweb, Gmail, etc.

Meet and involve local community members, area leaders, and media early in the incident. Develop a daily “trap line” for updating incident information. Develop daily “trap lines” for updating incident information for the public. Set up public meetings, media field trips, and media briefings as needed. Provide evacuees with timely information.

Post information boards at the ICP and within communities with current information.

Assist the IC with post-incident recognitions of assistance and thank-you notes where appropriate.

Command

Quickly establish communications with the Agency Administrator, agency personnel, community leaders, and local emergency services leaders, the County Sheriff, County Commissioners, and Township officials.

Determine present and possible jurisdictions near the incident. Anticipate need for Unified Command.

Assess training opportunities in all Sections as the Incident progresses.

Develop incident objectives, with safety as the primary emphasis, and assist with the development of all strategy and tactics used on the incident. Review and revalidate Incident Objectives daily. Incident objectives should be derived from the Delegation of Authority as supported by a current WFDSS, if available.

Planning

One of the most important things a Plans Chief can do is to run a good, definitive, and brief Planning meeting. It is important to keep absolute track of all resources and to develop an accurate Incident Action Plan with adequate copies. This will take dedicated support from the other Section Chiefs in terms of accurate and TIMELY section specific contributions to the IAP.

Briefings should be kept to 30 minutes or less. Coach all presenters on the art of getting pertinent information to Incident personnel in 2-3 minutes or less. Specific questions and Individual or Division specific assignments that do not pertain to everyone can be addressed in smaller discussion groups following the briefing.

It has proved very beneficial to post assignments on the Bulletin board prior to briefing. Use of a PA system has also proven helpful on larger incidents.

Address demob early in the incident and order a demob unit leader early on if one is needed.

Welcome new arrivals on the incident and express appreciation for their assistance. Promote a customer service attitude.

Provide team handouts at check-in, including team conduct, expectations and performance.

Post the daily briefing and meeting schedule.

Review the incident objectives with the IC by 1600 daily. Complete the 209 for the IC to review prior to the time due so that any necessary edits deemed in order can be completed.

Determine the need for a Human Resource Specialist and Union Representative and place that order when appropriate.

Incident-within-an-Incident (IWI) Response

The primary goal of this Plan is to allow incident personnel the guidelines necessary to Locate, Triage, Extricate, Treat and Transport all accident victims in as quick and safe a manner as possible. Radio communication will be on the command frequency and will take priority over other radio traffic. Names of injured or deceased individuals, equipment/engine numbers, crew names, aircraft tail numbers and other identifying information should not be broadcast over the radio. Deceased individuals and their equipment are not to be moved, except to accomplish rescue work or to protect the health and safety of others. IWI Response Plan will be included in all IAPs. (See Appendices for Incident within an Incident Response)

4. Team Meetings and Briefings

The typical meeting schedule for a 0700-1900 shift will be:

0700 Day Shift Briefing

0900 Command/General Staff

1700 Planning/Ops 215/215a meeting (OSC2 planning, SOF2, AOBD, RESL, FBAN, MEDL, LSC2)

1800 Night Shift Briefing

1900 Planning Meeting

2000 IAP Inputs Due

2130 IAP is signed by the IC

Command/General Staff Meetings

Time: 0900 daily + other times as necessary

Participants: IC(s), Plans Chief, Ops Chief, Safety Officer, Logistics Chief, Liaison Officer, Finance Chief and Information Officer, and respective trainees. All are expected to attend.

Meeting Objectives:

- Identify safety and medical issues
- Action Items development and updates
- Information Sharing
- Reality Check – How are we doing?
- Communication and problem solving.
- Discussion of issues, before they get too big.
- Get away from tunnel vision, look at the big picture.

Meeting Format:

- Brief, informal round robin by all present.
- Facilitated by Plans Chief or IC.

1900 Planning Meeting

Time: 1900; length 30 minutes. Be prepared. Start on time.

Participants: IC, Core Team (PSC2, LOFR, SOF2, FSC2, FBAN, OSC2, LSC2, ASGS, PIO2, and respective trainees). May also include Agency Liaison, Business Advisor, Unified Command IC, Resource Advisor, etc.

Meeting procedures:

- Review 215 and LCES (prepared by Operations, Plans, and Safety prior to meeting).
- Meeting will consist of:
 - Brief reports covering the major items for each functional area
 - Review plan and make adjustments for next operational period
 - Development of strategy, objectives, and timeframes by the Team.
- Turn off radios & cell phones during meetings; work with the Incident Dispatch to handle messages. Leave Acting or Deputy in charge.
- PSC2 is the facilitator, with a designated note taker.

Agenda Items

1. Update of current operational period.
2. PSC2 reviews Incident Objectives.
3. FBAN presents weather forecast and fire behavior projections.
4. OSC2 overview of next operational period strategy/tactics and contingency plans. Overview of 215 and tie to LCES. Safety Officer to complete large ICS-215A at same time.
5. Decision Point: Can all Command and Staff positions support the plan and are there any other issues?
6. Agency Liaison, Cooperators: comments.
7. IC wrap-up comments and critique.
8. Discuss 12/24/36/48/72-hour futuring in relation to Incident Strategy/Objectives.

Incident Briefings

The morning briefing will be at 0700. The Planning Section Chief will facilitate these briefings. There will be the usual emphasis on PROMPT and BRIEF. Know what you are going to say. Make sure it applies to all

attending the briefing. If the information pertains to individuals or small groups, save it for a separate discussion. Total briefing should last at most 30 minutes.

Incident Briefing Agenda

1. PSC2 Opening Remarks
2. PSC2 Review Objectives
3. Ops Chief: update on operations to date
4. Fire Behavior: fuels circumstance and weather (all hazard)
5. Ops Chief: discussion of next operational shift
6. Air Ops: aviation review
7. Safety: Issues of the day and Lessons Learned
8. Logistics: Address any Unit Leader concerns
9. Finance: costs to date, cost issues
10. Incident Information
11. Liaison Info.
12. Host Agency/Cooperators
13. IC Comments
14. PSC2 Division Breakouts/Unassigned Resources

Operations De-briefings

End of shift de-briefings are valuable contributions to any measure of success. They are led by the Operations Section Chiefs, and include all Line and Aviation Leadership. Meetings are generally held around 2100 in the "Operations tent" or other designated location. Information exchanged during this meeting includes what was accomplished during the operational period and what is expected during the next period, problems, safety concerns, and the outlook for the next 48-96 hours or as the incident dictates. DIVS will update FBAN and SITL to ensure accurate information for the next shift's maps, fire behavior, and other products.

End of Incident Procedures

- The expectation will be that an IMT After Action Review (AAR) will be conducted by the Plans Chief. Notes will be taken and shared with IMT members that may not be in attendance at the AAR. Every effort will be taken to have the AAR before releasing the IMT from the incident assignment to their home unit.
- Command and General Staff or identified Section Chiefs will normally attend (recognizing that circumstances may dictate otherwise) the closeout meeting. Attendance by additional IMT members is at the discretion of the IC, Agency Administrator(s), and/or Area Commander. The target time for completing closeout meetings will be no more than one hour for most incidents at the discretion of the Agency Administrator(s). This meeting will be facilitated by the Plans Section Chief and will focus on the highlights/summary of the incident.
- To the extent possible, all incident personnel will receive a performance evaluation prior to incident demobilization.

Appendices

INCIDENT-WITHIN-AN-INCIDENT RESPONSE

Appendix A INCIDENT WITHIN AN INCIDENT EMERGENCY ACTION PLAN EASTERN AREA INCIDENT MANAGEMENT TEAM

Introduction

An emergency such as a helicopter accident, firefighter entrapment or burnover, camp evacuations, vehicle accident, medical emergency or other unknown emergency condition could occur on any of the wildland fires or all-risk incidents we may be assigned. This may result in serious injuries or fatalities, and periods of extreme stress. This is called an “incident within an incident (IWI).”

Assignments may be in remote or severely impacted locations that result in longer than normal response times for local emergency response personnel; therefore, the team is responsible for handling the situation professionally, timely and effectively.

The intent of this plan is to establish a process and protocol to effectively manage an emergency situation (IWI) while continuing to manage the primary incident with as minimum of distraction as possible.

At no time during the accident/fatality or evacuation process will the name of the victims, tail number, engine number, or crew name be transmitted over the radio. Use landline, cell or satellite phone for transmissions of a sensitive nature (as listed above) to the ICP.

General Procedures

In the event of an emergency IWI, an on-scene point of contact (POC) will be determined or designated by chain of command. This will typically be the appropriate Division/Group Supervisor or other individual not directly involved with the incident. If Division Supervisor cannot be contacted, the highest qualified operations person or safety officer on scene will assume the role of POC of the emergency and take appropriate action.

Critical Element:

The POC will:

- Take charge of the scene and identify/determine who is in charge of assessing and treating the patient.
- Use the Incident Communications Protocol (refer to IAP & IRPG) to relay critical information regarding patient assessment, transportation, and resource needs.
- Coordinate the request for transportation and/or other resources based on patient assessment.
- Ensure that information about patient assessment, transportation or other resource needs is transmitted directly to the Incident Command Post Communications unit in order to reduce the time it takes to communicate essential information and to limit the potential for miscommunication.

The Medical Unit Leader, Operations Section Chief, Safety Officer, and Incident Commander will be notified promptly by the Communications Unit. The Communications Unit will then notify the Liaison Officer and Public Information Officer of the IWI. The IC will ensure that all remaining command and general staff are notified.

All incident personnel will, through the communications unit, be instructed by the appropriate chain of command position (typically the OSC or Safety Officer) to clear the designated radio channel for “emergency traffic” related only to the emergency situation. If these individuals cannot be contacted, the highest qualified person on scene will broadcast “emergency radio traffic.” If available, air attack will be over the incident to ensure clear communications are in effect and will be available as an airborne repeater if needed. In the event personnel are injured, when they have been loaded and being transported to the hospital or at an appropriate time, the appropriate chain of command position will announce, through the communications unit, that “emergency radio traffic” has been canceled.

Names of the injured or deceased individuals or other identifiers will not be transmitted over the radio.

To aid in an investigation, deceased individuals or their personal effects will not be moved except to accomplish rescue work or to protect the health and safety of others.

Those directly involved will provide written documentation of their actions. An ICS 214 may be utilized for the initial documentation, but a subsequent narrative will be required.

An After Action Review, or Lessons Learned Analysis will be conducted after each emergency incident within an incident to determine what went right, any needed improvements and to provide lessons learned.

Functional Assignments

When an emergency situation occurs, all Command & General Staff should quickly assess the situation. The following tasks should be accomplished as appropriate.

Incident Commander (IC)

1. Reports to Communication Center if available.
2. Ensures implementation and accountability of the Incident Within an Incident Emergency Action Plan.
3. Notifies the Agency Administrator and Geographic Coordination Center as needed.
4. Determines and/or agrees upon jurisdictional responsibilities and initiates contact with responsible outside authorities..
5. Approves release of all information regarding the emergency.
6. Determines the need for a Critical Incident Stress Debriefing Team (CISD Team). The request will be routed through the Agency Administrator.
7. If public evacuation is needed, the IC will coordinate with the county sheriff and other officials as needed.
8. Designate Team Representative to escort accident victims to hospital.

Safety Officer (SOF)

1. Coordinates with and supports the Division/Group Supervisor or person in charge at the scene of the emergency.
2. Evaluate safety issues at the emergency scene and works with DIVS/Group Supervisor in charge to mitigate them.
3. Initiates investigation or lessons learned reviews and makes recommendation for additional investigation or lessons learned teams as needed.
4. Secures witnesses names and initial statements.
5. Obtains sketches and photos of emergency scene.
6. If indicated, obtain assistance from incident Law Enforcement in conducting the initial investigation.

7. Establishes contact with the local Emergency Operation Center prior to an emergency to provide the center with a copy of the Emergency Action Plan and to arrange for a communication link.
8. Completes the wildland fire entrapment/fatality initial report (NFES 0859) as needed.

Operation Section Chief (OSC)

1. Implements the Incident Emergency Plan. Supervises the Division/Group Supervisor or person assigned to manage on-scene responsibility of the emergency incident.
2. Identifies nature of incident, number of people involved and their medical condition, location of emergency, and need for transportation and special needs (law enforcement, haz mat, etc).
3. Coordinates air operations as needed.
4. Provide for immediate extraction and medical triage, treatment and transportation.
5. Ensures appropriate IWI organization is put in place to manage the emergency.
6. Remove unnecessary personnel; control persons on site who have photographic and telecommunications equipment: protect privacy of victims and control “gossip” as closely as possible.

Information Officer (PIO)

1. Prepares and coordinates the release of information in accordance with agency policy and the direction and approval of the IC and Agency Administrator.
2. Provides photographic and video equipment and operators to assist with the investigation as requested.
3. Assign Information Officers to field media inquiries at accident scene, med-evac area and hospital.
4. Coordinate with Operations, Safety and Liaison regarding roadblocks, evacuations and emergency medical information needs.
5. Arranges briefings for incident personnel.
6. Assures that social media guidelines are mentioned during briefings and are a part of the incident action plan.

Logistics Section Chief (LSC)

1. Orders needed resources for the emergency as requested.
2. Ensure the Communications Unit utilizes the Incident Communication Center Protocol Standard Elements during an emergency IWI.
3. Coordinates security as necessary to protect accident scene.
4. Locate and secure personal effects of injured personnel.
5. Arranges for damaged vehicle removal as needed.
6. Supervises camp evacuation as needed and ensures evacuation is done calmly and safely.
7. Provides law enforcement officers to assist the Safety Officer with investigation.
8. Provides emergency meal, potable water and supplies to personnel at the emergency site.
9. If a fatality has occurred, contacts the county coroner and sheriff’s office.
10. Develops camp evacuation plan in advance of an emergency in conjunction with the Safety Officer and PSC.

11. Collaborate with local unit and local EMS and Emergency Operations Center to ensure integration of local systems into IMT planning meetings, operations briefings, and Incident Action Plan documents (ICS-206 and 206-Block 8 Expanded).
12. Ensures that all necessary documentation of the IWI is occurring and that information is given to the Planning Section Chief at the end of the IWI.

Medical Unit Leader (MEDL)

1. During an emergency IWI, the MEDL will move to the Communications Unit to assist on-scene medical personnel.
2. Assist with providing additional emergency personnel.
3. Assist with providing ground transportation as needed.
4. Provides EMT's to stabilize patients and to accompany injured to hospital.
5. Communicate with hospital and ambulance services.

Planning Section Chief (PSC)

1. Develops camp evacuation plan in advance of an emergency in conjunction with the Safety Officer and LSC.
2. Provides resource information, maps and other data as requested and maintains documentation.
3. The ICS 206 Block 8 Expanded will be approved at the Planning Meeting for each operational period.
4. Complete the Wildland Entrapment/Fatality Initial Report(NFES 0869) as needed.
5. Coordinate documentation with C&G Staff members and initiate record keeping (including radio and phone logs), include site sketch and photo log.
6. Gather all pertinent records (eg. Check-in, red cards, unit logs, inspections, IAP's etc.)
7. Develop and distribute Fact Sheet within 4 hours.
8. Provide briefing at ICP for Incident Personnel.
9. Coordinate with and arrange needs for CISM Team.
10. Document all post incident activity.
11. Provide and coordinate a Family Liaison with supporting agencies, (Home Unit, Red Cross, Chaplin)

Finance Section Chief (FSC)

1. Coordinates with agency administrative staff and Incident Business Advisor.
2. Coordinates Compensation/Claims Unit response.

Liaison Officer (LOFR)

1. Acquire the responsible agencies' Critical Incident Management Plan or coordinate incident specific protocols if no plan is in place.
2. Obtain information about local jurisdictional authority relative to an emergency response.
3. Insure coordination with investigating entities.
4. Coordinate with cooperators and key stakeholders.

CREW and OPERATIONS RESOURCES - TIME EXPECTATIONS

Crew Time Reports will be turned in at the end of each shift (Daily)

Crew Starting Time

The Division Group Supervisor (DIVS) (MUST sign and print name) may authorize the Crew Boss/Engine Boss assigned to their Division to start their individual time 30 minutes prior to morning briefing provided the Crew/Engine Boss lines out and assigns preparation responsibilities to their crew subordinates and requires them to perform those responsibilities while the morning briefing is being conducted (only one person per crew is authorized this 30 minutes). Preparation responsibilities include obtaining lunches, tools and other needed supplies. Crew personnel may be authorized to begin their time at the start of morning briefing when such duties are assigned. When such time has been authorized by the DIVS, the expectation is that said resources will be en route to their assignments within 30 minutes of the conclusion of Division break out briefings.

Crew On-line Lunch Break

The Division Group Supervisor (DIVS) may authorize the crews to be paid during their lunch break when BOTH the following conditions are met:

1. The fire is uncontrolled and the crew is assigned on the fire line.
2. The Operations Chief has specified that personnel are required to remain deployed singly among the line at a high level of alertness in order to watch for falling snags, smokes, or rolling material or to otherwise hold established firelines and continue to work as they eat. This must be documented on the Crew Time Report with a detailed justification stating the reason for not taking a meal break – Blanket statement of “Fire not controlled” is not detailed nor does it suffice.

Ending Time

The crew's time will stop when the crew arrives back at incident base or spike camp. The DIVS may authorize the Crew Boss/Engine Boss up to one hour of administrative time to post crew time, deal with medical and financial issues and check on the general welfare of their crews. The Division Group Supervisor (DIVS) may authorize the Crew/Engine Boss to approve selected (1-3) individuals 30 minutes to refurbish equipment, gas vehicles, order/maintain replacement supplies.

Duty Day Limitations

ALL hours approved by the DIVS must fall within the 16-hour duty day limitation. Exceptions MUST be coordinated through the Operations Chief, approved by the Incident Commander, and documented with a written justification and a statement of how the excess hours are being mitigated.

Demob Time

Appropriate allowances for time in the demobilization process will vary by the mode of transportation the crews will be utilizing and their scheduled release time. Time Unit Leaders will resolve any questionable postings with the Finance Section Chief on a case-by-case basis.

Assignment Definition

An assignment is defined as the time period (days) between the first full operational period at the first incident or reporting location on the original resource order and commencement of return travel to the home unit. (Interagency Incident Business Management Handbook, Chapter 10)

Length of Assignment

A standard assignment length is 14 days, exclusive of travel from and to home unit. Time spent in staging and preposition status counts toward the 14-day limit, regardless of pay status, for all personnel, including Incident Management Teams. (Interagency Incident Business Management Handbook, Chapter 10)